



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

C: Attention  
Liz  
Askey

THE DIRECTOR

June 8, 2001

The Honorable Paul O'Neill  
Secretary of the Treasury  
1500 Pennsylvania Avenue, NW  
Washington, DC 20220

Dear Secretary O'Neill:

The purpose of this letter is to outline for you two ways in which we can improve the management of the government and continue to advance the President's program: 1) the production of the President's Management Plan this summer; and, 2) the steps we need to take to produce a budget for Fiscal Year 2003.

As we approach these tasks, we must avoid the tendency to think only in terms of incremental change. We must take a hard look at entire programs, at both their performance and their fundamental rationale. I understand that you are preparing an internal directive on Performance Management and Budgeting. When it is completed, I would like to share it with your Cabinet colleagues as a possible model. Enclosed is a copy of an internal directive prepared by the Attorney General for possible reference.

1. The President's Management Plan

We plan to publish the President's Management Plan this summer, as part of OMB's usual Mid-Session Review. It will include the five government-wide initiatives that I reviewed during the cabinet meeting with the President on May 16. Attachment 1 provides a brief description of each of these government-wide initiatives.

There are two additional categories of program specific reforms we have identified. First, working with agencies over the past couple of months, we have developed ten initiatives that OMB and agencies will work together to implement. Attachment 2 provides a brief description of the OMB/Agency management reforms that we plan to include in the President's Management Plan.

Obviously, we think that much more can be accomplished, most of it by individual agency leadership. As a result of an OMB review of the effectiveness of individual programs, we have identified the following additional programs and management issues in your agency that we believe are most in need of reform.

- **IRS Tax Compliance Measurement.** IRS needs to continue to improve its ability to measure compliance. We understand that the Department plans to pursue this issue and look forward to hearing more from you on this topic.
- **IRS Electronic Filing.** IRS relies too heavily on paper filing of tax and information returns. IRS needs to improve efficiency, customer service and compliance by relying on electronic, rather than paper filing of returns.
- **IRS Work Process Modernization.** IRS customer service and compliance are performing poorly and work processes need to be modernized.
- **IRS Technology Modernization.** Current IRS data files are 1960s vintage and seriously handicap the IRS' ability to perform its mission.
- **Import Processing Modernization.** Current import processing systems are badly antiquated, imposing delays and excessive paperwork burdens on importers.
- **Non-tax Delinquent Debt Collection.** Non-tax delinquent debt receivables at the end of FY 2000 totaled \$58 billion and continue to accumulate.
- **Consolidated Training at the Federal Law Enforcement Training Center (FLETC).** The concept of consolidated Federal law enforcement training has eroded with the proliferation of a number of agency-specific law enforcement training facilities.
- **Law Enforcement Best Practices/Law Enforcement Training Accreditation.** Treasury lacks effective measures to gauge the impact that the Youth Crime Gun Interdiction Initiative (YCGII) has on violent crime. There is also no system to accredit federal law enforcement training to ensure quality.
- **Consolidated Financial Statements.** FY 2000 marked the fourth consecutive year in which the General Accounting Office was not able to render an opinion on the United States' consolidated financial statements. Clean audit opinions and useful financial statements are not yet being produced.

Our objective is to target a finite list of reforms that are both important and achievable. In our upcoming one-on-one meeting, I will welcome your decisions on these initiatives and any additional agency-specific reforms to which you are prepared to commit.

## **2. Guidance on Preparation of the Fiscal Year 2003 Budget**

The President's 2002 budget has yet to be secured, but it is already time to begin planning the Fiscal Year 2003 budget request. The remainder of this letter will address our expectations

1. *Chlorophyll a* and *Chlorophyll b* were determined by the method of Arar and Collins (1971) using a Shimadzu 1010 spectrophotometer. The concentration of chlorophyll was expressed as  $\mu\text{g mL}^{-1}$  of the sample.

## **Attachment 1**

### **Government-wide Management Reforms**

**1. Budget and Performance Integration:** To provide a greater focus on performance, OMB plans to formally integrate performance with budget decisions. This integration is designed to produce performance-based budgets beginning with the FY 2003 budget submission. Initially, OMB will work with agencies to select the outcomes for a few important programs, the outputs that influence these outcomes, how much the options cost, and how effectiveness could be improved. Beginning in the FY 2003 budget, we ask you to address the specific programs outlined in Attachment 3.

**2. Strategic Management of Human Capital:** The President has proposed to make the government more citizen-centered. This means ensuring that there is as little distance as possible between the citizens and decision-makers by flattening the federal hierarchy, reducing the number of layers in the upper echelons of Government, and using workforce planning to help agencies redistribute higher-level positions to front-line, service-delivery positions that interact with citizens.

As a first step, executive agencies and departments will submit a workforce analysis to OMB by June 29, 2001, which is the initial phase of implementing the President's initiative to have agencies restructure their workforces to streamline organizations. Based on the workforce analysis, agencies will submit a five-year workforce restructuring plan as a part of the FY 2003 budget submission and annual performance plan.

**3. Competitive Sourcing:** The President has proposed to increase competition for activities performed by the government as listed on agency FAIR Act inventories.

For FY 2003, agencies will complete public-private or direct conversion competitions involving an additional 10 percent of the FTE listed on their Federal Activities Inventory Reform Act inventories over that competed to meet the FY2002 competition goal. By the end of FY 2003, agencies will have completed actions on at least 15 percent of the FTE listed on the annual FAIR Act inventory. As appropriate for meeting these goals, the implementation of privatization initiatives will be considered on a case-by-case basis.

Agencies will submit implementation plans for achieving this goal. These plans will include efforts for improving the quality of the agency's Federal Activities Inventory Reform Act (FAIR Act) inventories of commercial activities; the number of FTE by agency, function and location being competed or considered for direct conversion to contract, ; and related training requirements and planned contract support.

**4. Improve Financial Performance:** The immediate objective is to begin to reduce erroneous payments. OMB will work with agencies to include in the FY 2003 budget submissions information on erroneous payment rates, including actual and target rates for directly administered programs over \$2 billion and, where available, related information for programs administered by others, such as states. In addition, we expect reliable financial information on a timely basis.

5. Expanding Electronic Government: The Administration will: 1) prioritize and manage e-government projects effectively by improving agency IT capital planning through the budget process; 2) create a citizen-centered web presence and build e-gov infrastructures in and across agencies, including e-procurement and e-grants; and 3) advance an e-government strategy that includes specific outcomes to be achieved.

Agencies will identify existing IT investments that could be redirected or restructured so that more government programs will make the Government Paperwork Elimination Act deadline of October 2003. Agencies will maximize, where applicable, the use of electronic means to deliver services and benefits in a citizen-centric manner that promotes security and privacy. In addition, agencies will propose investments that are compliant with the Clinger-Cohen Act in the FY 2003 budget to accomplish these goals.

An outcome for expanding electronic government will include the establishment of a government-wide single point of vendor registration. In FY 2003, agencies will use the Central Contractor Registration (CCR), an existing online database, as the single validated source of data on vendors doing business with the government. Beginning October 1, 2003 agencies will cease to collect the Standard Form 129 known as the Solicitation Mailing List Application.

## Attachment 2 Agency-Specific Management Reforms

### Department of Agriculture

**Reform and Rationalize Food Aid Programs.** Food aid should feed hungry people overseas as well as help U.S. farm income. Currently, there are more than six different programs that provide international food aid, often attempting to achieve the same objective. In FY 2001, aid administered under the previous Administration's "Ad Hoc Humanitarian Food Aid Initiative" will not exceed \$1.2 billion with no more than \$100 million of the remaining aid available for monetization. The Administration will initiate a staff-level interagency working group to review programs, identify alternatives, and develop reform proposals for this panoply of programs, consistent with the following parameters:

- 1) In FY 2002, aid administered under the "Ad Hoc Humanitarian Food Aid Initiative" will not exceed \$250 million and will be used for direct feeding only. Only crops whose price is below the USDA loan rate at the time of shipment will be available for donation under this initiative; and
- 2) By FY 2003, the "Ad Hoc Humanitarian Food Aid Initiative" will be completed (no further aid will be provided under this program).

Following a deputies meeting in September, the outcomes of the review will be reflected in the FY 2003 budget request.

### Department of Defense

**Encourage outsourcing and privatization, especially of military housing.** Civilian and military employees of the Department of Defense are currently responsible for a number of commercial-like functions that could be performed by the private sector. Where possible, DoD should compete these functions with the private sector to reduce costs and improve efficiencies. DoD should also seek to rely on the private sector to improve and maintain its stock of family housing.

**Improve Coordination of VA and DoD Programs and Systems.** VA and DoD operate overlapping comprehensive medical care systems for a combined cost of \$40 billion per year. There is a need to better coordinate benefits, services, information, and infrastructure to ensure the highest possible quality of care and efficient use of resources. The Administration will seek legislation to ensure that DoD beneficiaries who are also eligible for VA medical care enroll with only one of these agencies for tier health care program. The Administration intends that beneficiaries can change their enrollment annually between agencies, if desired (an "open season" approach).

### Department of Education

**Eliminate Fraud and Error in Student Aid Programs.** Due to inadequate financial management practices, ineffective supervision, poor data, and weak financial tracking systems, the

Department of Education has failed to achieve an unqualified audit opinion on any of its financial statements. In addition, the Department does not currently have an effective method for verifying the reported income of applicants for the student financial aid programs. OMB will work with the Department to develop a comprehensive set of proposals to address barriers on collecting timely and accurate data on student financial assistance programs. The Department will implement new financial management systems to address reliability problems. Education, Treasury and OMB will assess options for moving forward on a permanent solution to student aid income verification.

#### Department of Energy

Develop Better R&D Performance Measures. Criteria for evaluating spending on research and development are often insufficient or vague. DOE will develop objective performance measures for Federal research and development projects and use such criteria in making future funding decisions. For FY 2003, DOE will develop criteria for applied research and development, including Solar and Renewable Energy, Nuclear Energy, Clean Coal, other Fossil Energy, and Energy Conservation programs.

#### Department of Health and Human Services

Rebuild State/ Federal Partnership through Medicaid. The Medicaid baseline is estimated to increase by approximately 10 percent per year between FY 2000 and FY 2002, while enrollee growth will increase by less than 1.4 percent per year. OMB and HHS will develop administrative and legislative options to broaden insurance coverage while lowering growth in Medicaid costs by:

- Developing a model waiver policy
- Ensuring that the fiscal management of federal Medicaid funds is strengthened
- Developing tracking systems to measure how effective states are using their flexibility under the waiver
- Considering legislative alternatives

#### Department of Housing and Urban Development

Management and Performance. HUD has many overlapping, complicated, and poorly designed programs; it must work through thousands of intermediaries; and it has troubled real estate that requires constant attention and is expensive to resolve. HUD's problems are complicated by weak information systems and controls, staff misallocation, and the retirement of many experienced employees. OMB and HUD will work to:

- Improve the performance of subsidized housing programs by rating intermediaries
- Reduce rent subsidy overpayments
- Reallocate staff to bolster critical oversight and analysis
- Control FHA fraud
- Improve information systems
- Propose administrative and program reforms

## Department of State

**Reform and Rationalize Food Aid Programs.** Food aid should feed hungry people overseas as well as help U.S. farm income. Currently, there are more than six different programs that provide international food aid, often attempting to achieve the same objective. In FY 2001, aid administered under the previous Administration's "Ad Hoc Humanitarian Food Aid Initiative" will not exceed \$1.2 billion with no more than \$100 million of the remaining aid available for monetization. The Administration will initiate a staff-level interagency working group to review programs, identify alternatives, and develop reform proposals for this panoply of programs, consistent with the following parameters:

- 1) In FY 2002, aid administered under the "Ad Hoc Humanitarian Food Aid Initiative" will not exceed \$250 million and will be used for direct feeding only. Only crops whose price is below the USDA loan rate at the time of shipment will be available for donation under this initiative; and
- 2) By FY 2003, the "Ad Hoc Humanitarian Food Aid Initiative" will be completed (no further aid will be provided under this program).

Following a deputies meeting in September, the outcomes of the review will be reflected in the FY 2003 budget request.

**Rationalize Overseas Presence.** We must "right size" the presence of the U.S. government overseas. The Administration will work to improve the link between assignment of personnel to overseas posts with policy, funding, and embassy construction planning. An interagency review process will result in recommendations to coordinate and rationalize assignments of resources overseas.

**Coordinate New International Lending and Debt Forgiveness.** New U.S. governmentwide policy standards are required regarding the extension of new loans, guarantees, or insurance to countries scheduled to benefit from bilateral or multilateral debt relief. OMB will work with State and Treasury to achieve interagency agreement on governmentwide policy standards, and to develop an implementation/ enforcement mechanism.

## Department of Treasury

**Eliminate Fraud and Error in Student Aid Programs.** The Department of Education does not currently have an effective method for verifying the reported income of applicants for the \$60 billion student financial aid programs, making them vulnerable to fraud and error. Education's Inspector General found that the Pell grant program made at least \$109 million in over-awards in 1995-96 because applicants underreported their families' income. As part of the Department of Education's initiative to remove student aid programs from GAO's High Risk List, Education, Treasury, and OMB will assess options for improving student aid income using data from the Internal Revenue Service.



Coordinate New International Lending and Debt Forgiveness. New U.S. governmentwide policy standards are required regarding the extension of new loans, guarantees, or insurance to countries scheduled to benefit from bilateral or multilateral debt relief. OMB will work with State and Treasury to achieve interagency agreement on governmentwide policy standards, and to develop an implementation/ enforcement mechanism.

#### Department of Veterans Affairs

Improve Coordination of VA and DoD Programs and Systems. VA and DoD operate overlapping comprehensive medical care systems for a combined cost of \$40 billion per year. There is a need to better coordinate benefits, services, information, and infrastructure to ensure the highest possible quality of care and efficient use of resources. The Administration will seek legislation to ensure that DoD beneficiaries who are also eligible for VA medical care enroll with only one of these agencies for tier health care program. The Administration intends that beneficiaries can change their enrollment annually between agencies, if desired (an "open season" approach).

#### Multiagency

Faith Based/ Community Initiatives. OMB will work with the Agencies and the White House Office of Faith-Based and Community Initiatives (OFBCI) to implement the President's agenda in this area in two ways: 1) work with the Agencies to complete a comprehensive audit of existing policies and practices affecting current funding streams, and 2) systematically remove all barriers to the full participation of faith-based and other community services in the delivery of social services.

### Attachment 3

#### Programs selected for performance measures

##### Strategic Objective:

**Improve IRS Customer Service.**

##### Rationale for Selection:

We selected this program because millions of taxpayers seek help from IRS each year and IRS currently provides poor service. IRS estimates that only 66 percent of taxpayers seeking to talk to a live operator were able to get through during the current filing season. Of those who reached an operator with a tax law question, IRS estimates that only 82 percent received a correct answer. IRS's first technology modernization project (targeted to go on-line in June) is intended to improve telephone efficiency through more sophisticated call routing.

Performance Measures: IRS recently introduced a "balanced measurement" system that includes measures of:

- Quantity (e.g., number of calls answered, number of taxpayers served at walk-in sites),
- Quality (random samples of calls and other interactions are reviewed by third parties for accuracy and quality),
- Customer Satisfaction (random samples of taxpayers who have interacted with IRS are surveyed).

##### Strategic Objective:

**Deny the Smuggling of Illicit Drugs at Land Borders, Airports, and Seaports.**

##### Rationale for Selection:

This program was selected because combating the smuggling of drugs is a priority of the Administration.

Performance Measures: The Customs Service vehicle inspection program and the Air & Marine interdiction program are both linked to the objective. Possible measures to spotlight include:

- **The Targeting Efficiency Rate** – Measures how effective Customs targeting criteria are when utilized in exams (air passengers and land vehicle passengers) versus Customs performing random exams. For example, if the Targeting Efficiency Rate is 20, this tells us that Customs is 20 times more likely to find a violation when using targeted searches versus random searches. In FY 2000, Customs had a targeting efficiency rate of 15.3. Customs estimates those levels will drop to 10 for FY 2002. For vehicles, the FY 2000 rate was 11.1. The estimated rate for FY 2002 is 11.
- **Number of "No Launches"** – Measures times a pilot or marine enforcement officer is unable to launch their aircraft/vessel in support of their mission. The number of No Launches has risen from 10.7% in FY 1998 to an estimated 15.5% in FY 2002.

**Strategic Objective:**

**Improve Non-tax Delinquent Debt Collection.**

**Rationale for Selection:**

Delinquent non-tax receivables at the end of FY 2000 totaled \$58 billion, and failure to collect delinquent debt places an undo burden on compliant debtors and taxpayers. GAO reports that there are opportunities to improve and streamline the debt referral and collection process. The Financial Management Service (FMS) currently employs two performance measures to evaluate debt collection activities:

- Total dollars of debt collected.
- Percent of eligible debt referred to Treasury for centralized collection.



# Office of the Attorney General

Washington, D. C. 20530

May 10, 2001

## MEMORANDUM

TO: Heads of Department Components

FROM: Attorney General John Ashcroft *John Ashcroft*

SUBJECT: Guidance for Preparing FY 2003 Budgets

This memo serves to provide you with guidance regarding the FY 2003 budget development process.

The budget planning process requires great focus and discipline. Our objective is to develop a sound, reasonable Department of Justice budget submission that focuses on the priorities set forth and firmly supports our primary mission to enforce the law and defend the interests of the United States, ensuring fair and impartial administration of justice for all Americans.

### I. Framework for Budget Planning

As you know, the mission of the Department is to "enforce the law and defend the interests of the United States according to the law; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; to administer and enforce the nation's immigration laws fairly and effectively; and to ensure fair and impartial administration of justice for all Americans." Component budgets should reflect the pursuit of these goals and related objectives.

First, the Justice Department's Strategic Plan for FY 2001-2005 is the "blueprint" that will guide the formulation of 2003 component program budget estimates and performance planning. Requests for additional resources or redirection of existing resources should be focused on the objectives outlined below (see Section II).

Second, our performance plans will be used to evaluate the successes of each component, and the Department as a whole, in accomplishing its mission. Measurable results as delineated in the Department's stand-alone Performance Plans and the performance information that your component includes with its budget submission will weigh heavily in the budget decision making process.

### II. Strategic Goals and Objectives

**Strategic Goal #1: Keep America safe by enforcing federal criminal laws.**

#### **Priority Objectives for FY 2003:**

- Reduce the incidence of gun violence.
- Reduce the trafficking of illegal drugs.

**Strategic Goal #2: Prevent and reduce crime and violence by assisting state, tribal, local and community-based programs.**

**Priority Objectives for FY 2003:**

- Reduce the incidence of gun violence.
- Reduce the trafficking and use of illegal drugs.
- Reform and reorganize the management of grant programs to meet the challenges of proper dispensation and monitoring of funds, elimination of overpayments, and implementation of greater security measures to reduce the risk of fraud.

**Strategic Goal #3: Protect the rights and interests of the American people by legal representation, enforcement of federal laws and defense of U.S. interests.**

**Priority Objective for FY 2003:**

- Reduce racial discrimination and promote racial reconciliation through vigorous enforcement of civil rights laws and development of cooperative prevention programs.

**Strategic Goal #4: Fairly and effectively administer the immigration and naturalization laws of the United States.**

**Priority Objectives for FY 2003:**

- Restructure INS operations to:
  1. Provide better services, including a substantial reduction in the benefits processing backlog.
  2. Secure America's borders, including reducing the incidence of alien smuggling.

**Strategic Goal #5: Protect American society by providing for the safe, humane and secure confinement of persons in federal custody.**

**Priority Objectives for FY 2003:**

- Reduce prison overcrowding through efficient management, state, local and private agreements, and construction of additional federal detention facilities.
- Develop and maintain the necessary infrastructure for detention and incarceration of federal detainees and sentenced prisoners.
- Develop and implement plan for drug-free prisons.

**Strategic Goal #6: Protect the federal judiciary and provide critical support to the federal justice system to ensure it operates effectively.**

**Priority Objective for FY 2003:**

- Protect the rights of crime victims and assist them in moving through the processes of the federal justice system.

**Strategic Goal #7: Ensure excellence, accountability and integrity in the management and conduct of Department of Justice programs.**

**Priority Objectives for FY 2003:**

- Strengthen internal financial and computer systems' integrity and security.
- Develop and maintain grant management accountability mechanisms to ensure proper dispensation and monitoring of funds.

**III. Process and Timeline**

**Component budget estimates shall be provided to the Justice Management Division no later than June 25, 2001.**

As reflected in the President's blueprint, the Administration is committed to moderating budget growth. Our budget approach must be modified here at the Department in response to that commitment, as we will need to evaluate how to operate under limited growth while meeting our key objectives.

Therefore, components are to submit three separate budget estimates assuming FY03 funding at (a) 90% of the President's FY02 budget level as submitted to Congress (FY02 level), (b) 100% of FY02 level, and (c) 120% of FY02 level. Additional instructions will be provided to your executive officers and budget officers in the coming days.

Recognizing that changes to one part of the criminal justice system may affect other parts of the system, each budget submission should reflect the impact that the changes in an individual component will have on other relevant components. Therefore, I expect that your requests will be coordinated with counterparts to ensure that resource needs are viewed systemically. Resource requests that have not been appropriately vetted within the Department will not be considered.

Thank you for your cooperation in this endeavor. I look forward to working with you on developing a budget that advances our mission and effectively and efficiently serves all Americans.



Office of the Attorney General  
Washington, D. C. 20530

May 16, 2001

MEMORANDUM FOR THE HEADS OF DEPARTMENT COMPONENTS

FROM: THE ATTORNEY GENERAL *John Ashcroft*  
SUBJECT: Strategic Management Council Charter

Effective immediately, I hereby establish the Strategic Management Council (the Council).

The Council will serve as the formal board within the Department of Justice to provide direction and leadership on long-range planning and initiatives. The Council will formulate and oversee the planning, programming and budgeting process for the Department. Its constant goal will be ensuring the implementation of Presidential and Attorney General policy priorities for the federal justice system and its many components. Component heads will be held accountable for implementation of such priorities, for support of the President's budget decisions, and for compliance with the enacted budget levels for each fiscal year.

Further, the Council will reinforce the linkages among the Department's Strategic Plan, Performance Plan, and budget process. Primary responsibilities of the Council include:

- Strategic policy and planning;
- Resource guidance and management;
- Budget planning and decision-making; and
- Performance planning, reporting, and accountability.

The Deputy Attorney General will chair the Council, with other permanent members to include the Associate Attorney General, Assistant Attorney General for Administration, Director of the Bureau of Prisons, Director of the FBI, DEA Administrator, INS Commissioner and the Chief of Staff to the Attorney General. The Council's primary staff contact will be the Principal Associate Deputy Attorney General. The Office of the Attorney General will be communicating with you in the coming days regarding operating procedures and each component's interaction with the Council.

Memorandum for Heads of Department Components  
Subject: Strategic Management Council Charter

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Development of the Strategic Management Council marks the renewal of an integrated management system for the Department. We look forward to your active participation in this effort to integrate the Department's management system, to achieve greater operational efficiency, and to implement successfully the policies and priorities of this Administration.

Attachment



## **Strategic Management Council Major Functions**

### **Strategic Policy and Planning**

The Strategic Management Council will act as the agency-wide, long-range policy and planning group for the Attorney General. Unless otherwise indicated by the Attorney General, the Council will:

- Oversee the development and implementation of the President's and the Attorney General's initiatives, curtailing, terminating, or modifying programs as deemed appropriate;
- Oversee development and revisions in the Department of Justice's Strategic Plan, including articulating the goals of the Administration, establishing measurable objectives, and monitoring program performance to ensure that priorities and goals are being met;
- Oversee management initiatives, track the resolution of management challenges, and resolve program issues which cross intra-or inter-Departmental lines.

### **Resource Management**

The Strategic Management Council will provide direction for, and oversight of, short-term as well as long-term budgeting within the Department. In that capacity, the SMC will:

- Oversee the development of resource guidance and the Department's budget requests, ensuring that they meet the reality of the Administration's overall fiscal policy and priorities;
- Monitor resource allocations, ensuring that sufficient resources are targeted toward attainment of the goals and objectives identified in the Department of Justice's Strategic Plan;
- Resolve budget issues, including those which cross intra-or inter-Departmental lines, with key appeal items reserved for Attorney General decision.

### Performance Planning, Reporting, and Accountability

The Strategic Management Council will monitor the performance of major DOJ programs, ensuring that managers are accountable for the programs and funds they manage. In this capacity, the Council will:

- Oversee the development of the DOJ Summary Performance Plan and Performance Report, ensuring that these are closely linked to the Department's Strategic Plan and budget;
- Determine which programs within major mission areas will be responsible for the achievement of major operational goals and objectives;
- Monitor progress toward meeting performance goals, ensuring: the development of meaningful performance indicators, timely feedback, and reliable data collection/tracking systems that provide a true gauge of progress toward meeting these goals.

The Council may be responsible for any other functions deemed necessary by the Attorney General and may be restructured by the Attorney General to fulfill its responsibilities.